

Santa Monica Mountains Conservancy California Performance Review Issues

Issue Number	Title	Summary	Recommendations
GG11	Reduce Costs and Improve Customer Service Through Use of Internet Forms	Although many forms used in California state government are available to the public on the Internet, some are available only by obtaining paper copies in person or through the mail. Of the forms available on the Internet, many must be printed, completed and sent to state departments through the mail. This is inefficient and creates a burden on the public to complete and send the forms and on state agencies to process the forms. California government should move to forms that the public can fill in and submit via the Internet.	All state agencies should place all state forms online with fillable capability as soon as practicable. All state agencies should transition to online filing of all remaining state forms that the public and businesses are required to file.
GG26	Establish Principles of Governance to Improve the Partnership Between State and Local Government	California's governments are partners that depend upon each other. The state government looks to local governments to provide many vital services to the public including roads, health and welfare, water, fire and police protection. Local government relies on the state for funding and other resources. To ensure an effective governing partnership, a set of principles should be adopted to guide that intergovernmental relationship	The Governor should adopt a set of governing principles and direct his administration to apply them during the performance of state business.
GG40	Reduce State Travel Costs by Booking Fares Online	Most state agencies contract with travel agencies to purchase airline tickets for state employees traveling on state business. For each airline transaction processed, the travel agency is allowed to charge up to \$25.00. Lower airfares can be found on the Internet without using travel agents. The Governor should direct the Department of General Services to revise its travel policies to require state employees	The Department of General Services, or its successor, should immediately establish new travel policies to ensure the following: All state agencies with employees who need to travel on state business should be required to plan all travel early to get the best possible airfare. If state agencies whose employees need to travel on state business should shop online for the lowest online airfares offered by the commercial air carriers under contract with the state (currently Southwest Airlines and United Airlines). State agencies should limit the use of travel agents for booking state travel except for

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		to shop online for the lowest fares, to limit the use of travel agents except for certain transactions, and to take advantage of existing private sector corporate travel opportunities.	complex travel arrangements or travel on short notice. The Department of General Services, or its successor, should immediately take advantage of Southwest Airlines' SWABIZ and United Airlines' United Universal Air Travel Plan (UATP) programs offered by Southwest Airlines and United Airlines, respectively.
GG46	Exempt Federally-Funded Programs from Hiring Freezes/Budget Reductions	Various federally funded programs have been adversely affected by statewide budget reductions and hiring freeze provisions, which resulted in either the state's loss of or inability to expend federal funds. When fewer federal funds are expended, certain state costs, such as fixed overhead costs, have been absorbed by other funds, including the General Fund.	The Department of Finance, or its successor, should exempt all federally funded programs from future hiring freezes and budget reductions in order to maximize the receipt and use of federal funds
INF01	Use of Few Models for Project Delivery Results in Missed Opportunities for Lowering Cost and Speeding Delivery	Infrastructure project delivery is typically done via the "design-bid-build" process. By using more innovative delivery methods the state will save both time and money.	The Governor should work with the Legislature to permit the use of a suite of contracting methods for infrastructure projects by all public entities. The methods should include, but not be limited to, design-sequencing; design-build; design-buildoperate; public-private partnerships; and job order contracting.
INF28	Water, Parks and Wildlife Bond Implementation is Inefficient	High overhead and administrative costs impact the effectiveness of water, parks and wildlife bond programs. Consolidating the administration of these programs would lower their administrative costs and increase their efficiency.	The Governor should direct the Secretaries for Resources, Health and Human Services and Environmental Protection, or their successors, to centralize the policy and administration of the grant program aspects of the existing Proposition 50, 40, 13 and 12 programs into a single division within the Resources Agency, or its successor. The Secretaries for Resources, Health and Human Services and Environmental Protection, or their successors, should direct the departments with technical expertise in the various areas that are named in the various bond initiatives to loan staff to the newly created division to assist in setting criteria and reviewing proposals.

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			Staff would be funded by the bonds' administrative funds.
INF30	Release State Departments from the Real Estate Services Monopoly	The state's real property purchasing, leasing, management, construction, maintenance, and operations processes are more costly and time consuming than the private sector. Increasing agency and program responsibility and accountability by removing existing barriers, such as the Department of General Services' real estate service monopoly, would improve program delivery and reduce costs.	The Department of General Services or its successor should delegate certain real estate authorities to all departments by June 1, 2005, allowing them to choose their real estate service providers from a selection of preapproved internal or external organizations. This delegation of authority should be tailored to certain departments following the establishment of types and fiscal thresholds for functions to be delegated. This includes evaluating long-term infrastructure issues, performing strategic analyses, establishing fiscal benchmarks and overseeing audits of agencies and departments to ensure compliance with such performance benchmarks and policies. This should be done by a group of experienced real estate professionals convened by the Governor in the latter half of 2004.
INF37	Streamline the Environmental Review Process to Discourage Sprawl and Revitalize Older Developed Urban Areas	Many California urban centers have vacant and underutilized land surrounded by sprawling suburbs. Sprawl is costly in terms of infrastructure and public service costs, congestion and loss of open space. Attempts to encourage revitalization of older, developed urban areas as an alternative to sprawl are thwarted in part by the state's environmental review process. The environmental review process should be streamlined to encourage new development on vacant, underused land in developed urban areas.	The Governor should work with the Legislature to introduce and amend the Public Resources Code to exempt from further environmental review, infill and mixed-use development projects that are consistent with local government General Plans and accompanying Master Report for older developed urban areas. Further, Section 21159.24 of the Public Resources Code, which allows a narrow exemption for infill housing, should be repealed in favor of the new section. The Governor should direct the appropriate state agencies to support local infill development through state policies, plans and investments. State agencies should support the use of the Master Report and General Plan by local governments to streamline the environmental review process and approvals of infill and mixed use development projects.

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RES11	Consolidate Real Estate Services into One Organization	The State Lands Commission and several departments in the Resources Agency maintain staff to carry out real estate services for the ownership, management and acquisition of land for open space, recreation and wildlife habitat. Consolidating the staff from these entities into a single organization would result in many benefits including better efficiencies, reduced administration costs, sharing of technical expertise, improving technical competence and customer service.	The Governor should work with the Legislature to consolidate the real estate services staff of the Land Management Division, the Office of Acquisition & Real Property Services, and the Wildlife Conservation Board into one section within the Resources Agency or its successor.
RES13	Consolidate Resource Land Acquisition Processes	Duplicative and disparate processes exist for acquiring land that has cultural, natural and recreational resource significance resulting in the state paying too much for some properties and not being able to purchase others. Consolidating the resource land acquisition under one approving body and process will result in improved coordination of acquisition expenditures, lower administrative costs and enable the state to compete more effectively for desirable lands.	The Governor should work with the Legislature to reconstitute the Wildlife Conservation Board as the “Resource Conservation Board” and add the Resource Agency Secretary, the Director of Conservation and the Director of Parks and Recreation, or their successors, as board members granting the board broad powers to approve and fund all resource-related acquisitions. This will include transferring the authority from the Public Works Board over resource acquisitions to the Resource Conservation Board. The Resource Conservation Board (and related departments) should adopt value pricing policies to introduce competition among potential resource acquisition opportunities and focus on purchasing appropriate properties with the greatest discount over market value or estimated market value. The Resource Conservation Board, in partnership with the Department of General Services, should amend the State Administrative Manual to allow commencement of negotiations for resource lands prior to final appraisal approval and to allow the appraisal review function of the Department of General Services to be performed by an independent appraisal expert on behalf of the Resources Conservation Board or Resources Agency.

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RES15	Use Technology to Streamline the State-Level Environmental Review Process	The California Environmental Quality Act (CEQA) requires the state to review studies that assess the potential environmental impacts of proposed projects. The state is also responsible for posting notices prepared pursuant to CEQA. The state's review and notice posting process is a cumbersome, manual, paper process. This process should be automated to reduce paperwork and streamline the environmental review process	The State Clearinghouse and Teale Data Center should implement the CEQAnet II application at the State Clearinghouse. The State Clearinghouse and Teale Data Center should create a web portal that incorporates CEQAnet II and an electronic document management system to streamline the state-level environmental review process.
RES17	Simplify Process for Interagency Work Authorizations	State departments often perform work for each other in order to utilize specialized expertise and maximize staffing resources. The current process that departments must follow in order to perform work for another department is excessive and wastes valuable state resources. State departments need a simplified process to authorize other state departments to perform work.	The Governor should issue an Executive Order stating that to make state government more efficient and responsive, there is a need to streamline the state's internal contracting processes and direct the State and Consumer Services Agency, or its successor, to simplify the interagency contracting process.
RES19	Enact Pending CEQA Guideline Amendments	Proposed amendments to the California Environmental Quality Act guidelines were developed by the Resources Agency in August 2003. [1] They have been "on hold" since. The amendments should be adopted as soon as possible.	The Governor should direct the Resources Agency, or its successor, to adopt draft amendments to the pending California Environmental Quality Act guidelines. The Resources Agency, or its successor, should convene a working group of environmental law specialists, from within and outside of state government, after the pending guideline amendments are adopted to develop further recommendations to update the guidelines.
RES25	Streamline and Eliminate Duplicative Reporting for the Environmental Protection and Resources Agencies	The California Environmental Protection Agency (Cal-EPA) and the Resources Agency are required by law to prepare hundreds of reports on program activities and accomplishments, many of which are duplicative, focus on programs or projects that are obsolete, or are of little or no interest to the	The Governor should work with the Legislature to allow state agencies to follow the guidelines to be developed by the California Integrated Waste Management Board for converting reports and other state documents from paper to electronic format. The Governor should work with the Legislature to repeal the reports listed in the above table and any others, which it deems to be duplicative or unnecessary.

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		Legislature or the public. These reports should be eliminated. Reports that continue to provide important information to the Legislature and the public should be posted on the Internet or published on compact discs, thereby reducing costs associated with a manual, paper-based process and making the information more readily available.	
RES35	Increase Efficiency in Using Existing Bond Funds for Environmental Enhancement	State land acquisition for resource conservation projects results in unnecessary costs to the state. In addition, state purchase of private land for these projects results in an unnecessary loss of property taxes to local governments and limits California's share of federal conservation funds. Existing state resources bonds should be used to more efficiently manage and enhance state conservation projects and increase use of public-private partnerships.	The Governor should direct the Resources Agency, or its successor, to dedicate available resources bond measure funds to protecting and improving open space, wildlife and water through public-private partnerships and conservation easements, where appropriate. Fee title acquisitions should not be precluded. Policy guidance should be provided that results in more efficient use of limited bond dollars, and maximizes opportunities to meet multiple objectives. The Governor should direct the Resources Agency, or its successor, to coordinate state efforts to maximize federal funds available from the United States Departments of Agriculture and the Interior to supplement existing state resources bond measure funds and to develop a plan to sufficiently fund development, operations and maintenance costs for state-owned land used for conservation purposes.